Previous presentations

– 11/02 (Pentagon)

– 1/03 (SNA symposium)

Sea Power 21 vision:

– Transformation

– Modernization

– Management

What is transformation? Some recent definitions:

- 6 critical operational goals from QDR
- precision long-range strike, mobile/agile/lethal forces, UVs, SOF
- primarily, network-centric warfare/C4ISR
- primarily, becoming expeditionary
- shifting resources from bureaucracy to battlefield (improved business practices and processes)
- order-of-magnitude improvements in capability
- lots of smaller improvements added together
- something to do with horses
- definition not important – it's the process that counts
- modernization in general
- the program of record
- my program

An earlier definition:

–   Large-scale, discontinuous, possibly disruptive changes in military weapons, concepts of operations, and organization that are
    –   made possible by new technologies
        or
    –   made necessary by new international security challenges

–   Compared to some definitions
    –   broader
    –   more demanding
    –   not limited to weapons and technology

How important is it to lead the way on transformation?

- OSD views

- FY04 budget and FYDP

- Term has been debased

- Current/future OSD leaders

- Defining naval transformation

- Program legitimacy

Assessing transformation efforts – 3 criteria

- content
  - concepts, experiments, programs

- framework
  - organizes efforts and explains them internally

- message
  - communicates key themes externally
  - and does something else

Content: some key elements of naval transformation

Legacy Navy	*Transformed Navy*
– Mid-ocean/stand-alone	– Littoral/joint orientation
– Stealth in subs, SEALs	– Stealthy a/c, surface ships
– Platform-centric ops	– Network-centric ops
– Manned platforms only	– Significant use of UVs
– Manpower-intensive	– Lean/optimal manning
– Sorties per target	– Targets per sortie
– Shore bases for joint expeditionary ops	– Sea basing for joint expeditionary ops
– Traditional formations	– Novel formations
– Traditional ship deployment cycles	– Innovative cycles for greater on-station rates
– Trad'l business practices	– Streamlined practices

Transformation framework vs. transformation message

- transformation framework
  - organizes and explains transformation efforts internally
  - comprehensive – includes all transformation efforts and their relationships to one another
  - several levels of details and programmatics

- transformation message
  - immediately and clearly identifies the most important transformation efforts to outsiders
  - not comprehensive – focuses on a select number of most important efforts
  - top-level themes that are immediately self-explanatory without details and programmatics

A transformation message for the Navy would provide immediately clear, top-level answers for outsiders to questions such as:

- What are the most important ways that transformation will change the Navy?

  - How will tomorrow's Navy differ from today's as a result of transformation?

  - Where is the Navy now, and where is it going under transformation?

- Why is Navy transformation important?

- Where can money be applied to support it?

Example of a transformation message:

Army:

- The Army is transforming by moving from the legacy force (A) to the interim force (B) to the objective force (C).
    - The Army is currently at A. It's plan is to move to B, and then to C.

- In moving from A to C, the Army will become more mobile and more agile, while remaining sufficiently lethal.

- These changes are needed if Army is to remain relevant in meeting future military challenges.

Army transformation message:

Legacy Army ("where we are")	Transformed Army ("where we're going")
– Not so mobile	– Much more mobile
– Not so agile	– Much more agile
– Lethal	– Still lethal (through different means)

–   identifies immediately to outsiders 3 key changes involved in Army transformation

–   3 key changes are self-explanatory

–   answers questions such as: How will transformation change the Army? Why is this important? Where can money be applied to support it?

Another example of a transformation message:

Submarine community:

–   The submarine community has summarized its transformation message in 8 words:

  –   "Get connected, get payload, get modular, get electric"

–   These changes will fully realize the potential of the submarine and are needed if submarines are to be cost-effective in supporting future joint expeditionary operations

Submarine transformation message:

Legacy sub force *("where we are")*	*Transformed sub force* *("where we're going")*
– Not well connected	– Integral part of network
– Limited payload	– Bigger/more varied payload
– Limited modularity	– Substantial modularity
– Mechanical drive	– Integrated electric drive

– signals immediately to outsiders 4 key changes involved in sub transformation
– 4 key changes are (fairly) self-explanatory
– answers questions such as: How will transformation change the sub force? Why is this important? Where can money be applied to support it?

Does Sea Power 21 work as a transformation framework?

Yes:

- divides Navy transformation efforts into 3 main categories, with associated supporting activities, to organize and explain transformation efforts internally

- comprehensive – can include all Navy transformation efforts and their relationships to one another

- several levels of details and programmatics

Does Sea Power 21 work as a transformation message?

No:

–   does not immediately and clearly identify to
    outsiders the key changes involved in naval
    transformation
–   comprehensive rather than selective
–   top-level terms are not sufficiently self-explanatory
–   as a result, does not provide immediate, clear, top-
    level answers for outsiders to questions such as:
    –   Where is the Navy now, and where is it going?
    –   What are the most important ways that
        transformation will change the Navy?
    –   Why is this important?
    –   Where can money be applied to support it?

Why does Sea Power 21 not work as a transformation message?

- Key terms – Sea Power 21, Sea Strike, Sea Shield, Sea Basing – do not by themselves convey any specific information about nature/direction of change
  - They don't say anything specific about where the Navy is, where it's going, what the difference is between the two, or why it's important
- Key terms can be used equally to describe either today's Navy or several possible future Navies
  - "Hasn't the Navy always provided sea power, sea strike, sea control, and sea basing?"
- A 5,000-word article is not the answer
- Filling in more supporting details is not the answer

Navy transformation non-message:

Legacy Navy ("where we are")	*Transformed Navy* ("where we're going")
– Not Sea Strike?	– Sea Strike (what's that?)
– Not Sea Shield?	– Sea Shield (what's that?)
– Not Sea Basing?	– Sea Basing (what's that?)

– does not immediately identify to outsiders the key changes involved in Navy transformation
– terms used are not sufficiently self-explanatory
– does not answer questions such as: How will transformation change the Navy? Why is this important? Where can money be applied to support it?

Developing a transformation message – one approach:

Legacy Navy	*Transformed Navy*
– Mid-ocean/stand-alone	– Littoral/joint orientation
– Stealth in subs, SEALs	– Stealthy a/c, surface ships
– Platform-centric ops	– ***Network-centric ops***
– Manned platforms only	– ***Significant use of UVs***
– Manpower-intensive	– ***Lean/optimal manning***
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– Shore bases for joint expeditionary ops	– ***Sea basing for joint expeditionary ops***
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– Trad'l business practices	– Streamlined practices

Potential Navy transformation message (example):

Legacy Navy
(where we are)
– Not networked
– Manned platforms only
– Manpower-intensive
– Trad'l deploy cycles
– Shore bases

Transformed Navy
(where we're going)
– Fully networked
– Significant use of UVs
– Lean/optimal manning
– Innovative, efficient cycles
– Sea basing for exped. ops

– signals immediately to outsiders 5 key changes involved in Navy transformation
– 5 key changes are fairly self-explanatory
– answers questions such as: How will transformation change the Navy? Why is this important? Where can money be applied to support it?

Potential resulting transformation message (example):

   "The legacy Navy was a collection of isolated, manpower-intensive platforms that deployed overseas using traditional and not-very-efficient methods.

   "Sea Power 21 will transform the Navy into an efficiently manned network of ships, aircraft, and unmanned vehicles that will deploy overseas efficiently and engage in sea-based joint expeditionary operations.

   "Navy transformation, in other words, will focus on 5 key changes – networking, unmanned vehicles, efficient manning, innovative deployment cycles, and sea-based expeditionary operations. These changes are urgently needed to meet tomorrow's military challenges."

How important is marketing?

-    would additional funding help?
-    would not marketing the Navy vigorously be in the
     country's best interests?

Is the need for a message just about marketing?

-    no, because the message doesn't just communicate
     key themes externally
-    it also does something else – it communicates key
     themes *internally*
     -    identifies and keeps focus on a limited number
          of strategic goals – the top priorities
     -    limited time for accomplishing goals

Summary

- Sea Power 21 includes but is not limited to transformation
- Leading the way on transformation may be important
- Assessing a transformation effort involves looking for content, framework, and message
- Navy has transformation content, and a transformation framework
- But Navy lacks a clear transformation message
- Navy can develop a clear message
- Marketing the Navy may be important
- And having a clear message isn't just about marketing, but about identifying and focusing on a limited number of strategic transformation goals that can be accomplished